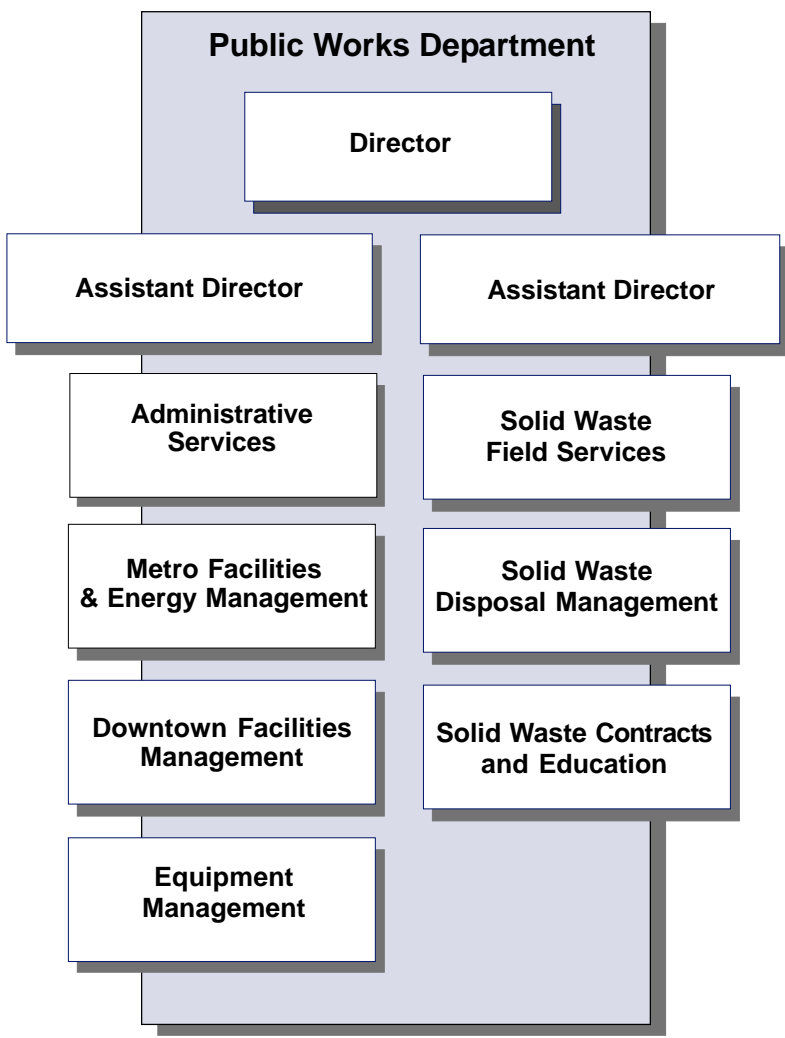


Public Works PROFILES

- Administrative Services
- Metro Facilities and Energy Management
- Downtown Facilities Management
- Equipment Management
- Solid Waste Field Services
- Solid Waste Disposal Management
- Solid Waste Contracts and Education



The Public Works Department has 925 employees in six major divisions. The department provides both internal support to other city departments and external service delivery to City of Phoenix residents. The internal support functions include fleet and facilities management operations for the majority of city departments. These functions are performed by 449 employees. The department's external service delivery is solid waste service including contained and uncontained collections, landfill operation, and recycling. These services are provided by 424 employees. The remaining 52 employees perform management and administrative oversight. Following is an organizational chart and description of each division and its major programs.



Administrative Services

The Administrative Services Division staff provides support services department-wide.

Fiscal Services

Fiscal services provides financial reporting, budget development and analysis, revenue projections, user fee analysis, solid waste rate forecasting and development, and inter-departmental billing. Staff review purchasing documents, audit petty cash funds, and develop written financial and budgetary procedures. Staff offers assistance tailored to the needs of individual employees, such as tracking grants and special purpose funds.

Personnel Services

Staff provides major personnel functions including development and administration of personnel procedures, recruitment and testing, oversight of personnel transaction processing and preparation of payroll. It also functions as liaison with three labor unions and monitors affirmative action progress. Training staff provides safety, supervisory and managerial training, department orientation, and outside training coordination. Safety staff ensures compliance with department, OSHA and other regulatory agency requirements.

Information Technology (IT)

IT staff maintains and administers the Public Works local area network, provides customer service and support for department personal computer users, installs, maintains, and supports network applications,

maintains hardware and software inventories, ensures the network complies with city standards and plans for new technology.

Environmental

The environmental programs coordinator is responsible for ensuring the department is in full compliance with federal, state, and local environmental regulations. Responsibilities include investigating and remediating petroleum spills, preparing assurance fund reimbursements, implementing pollution prevention opportunities, performing facility assessments, reviewing material safety data sheets, and maintaining service center emergency plans.

Transportation

The transportation coordinator is responsible for ensuring the city complies with the requirements of the Maricopa County Trip Reduction Ordinance (TRO) at 22 work sites. The TRO requires continuous reductions in single occupant vehicle trips and miles.

Contract Services

Staff manages the solicitation and award process, assists in scope development, and writing contracts and requests for proposals (RFPs) for the department's professional service contracts. Primary support functions include providing advice on appropriate processes and time lines, resolving invoice and compliance problems, and making recommendations regarding conflicts with contractors. Staff responds to auditor inquiries, provides specification development, performs research on city policies and regulations, and performs MBE/WBE identification and monitoring of potential contractors.

Public Information

The public information officer provides support for all communication projects. Publications, and the department Web site, are composed and designed in-house.

Administrative Services

Fiscal Services

Contract Services

Personnel Services

Transportation

Information Tech.

Public Information

Environmental

Metro Facilities and Energy Management

The Metro Facilities and Energy Management Division is responsible for the maintenance and repair of more than 250 facilities outside downtown as well as energy conservation projects for city-owned facilities. Metro Facilities manages over 5.1 million square feet of floor space.

Facilities Management

This section consists of building maintenance, operations and electrical staff responsible for the maintenance and repair of city-owned buildings and building equipment. The section's administrative office, a carpenter shop, and a mechanical shop are located in the Facilities Management Building at the 22nd Avenue Maintenance Service Center.

Building Maintenance

Staff provides services in carpentry, roof maintenance, and painting, Corian fabrication, cabinet making, remodeling, furniture repair, and the manufacture of signs and keys.

Building Operations

Staff installs, maintains and repairs air conditioning, heating and ventilating systems as well as plumbing systems. Operators are assigned to the Arizona Science Center, History Museum, Fire Operations Center, Phoenix Art Museum, Phoenix Theater, and water services locations.

Electrical

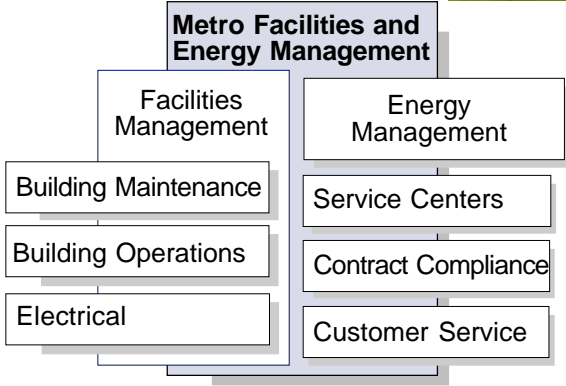
The electrical section maintains most of the electrical systems in city-owned facilities. Some electricians are permanently assigned to certain facilities and departments. Electrical staff has administered a state-approved Electrician Apprentice Program for approximately 30 years.

Energy Management

The Energy Management section supports energy conservation programs, new building construction plans review, remodeling plans review, data collection and energy building analyses and audits. Staff also develops programs, activities, standards, and promotes employee conservation awareness.

Service Centers

Staff manages and maintains five regionally-located service centers.



Contract Compliance

Staff monitors custodial and other specialized cleaning contracts for service centers, police stations and other department buildings.

Customer Service

Employees provide staff and warehousing support for the division and maintain the work order database.

Downtown Facilities Management

The **Downtown Facilities Management Division** is responsible for the maintenance and repair of city-owned buildings in the downtown area: Phoenix City Hall, Calvin C. Goode, City Council Chambers, 305 Garage/Building, Barrister Place, Adams Street Garage/Building, Police & Public Safety Building, Personnel Building, Municipal Courthouse and Walker Building. Downtown Facilities manages more than 2.5 million square feet of floor space.

Administrative staff provides support for all division functions. The operating, capital and revenue budgets are overseen and coordinated for all sections and buildings in the downtown campus. All purchasing is maintained and controlled by this section.

Building Maintenance

Services provided include roof maintenance, painting, plumbing, remodeling, furniture repair, and miscellaneous minor improvements. Electricians are permanently assigned to the downtown area for various electrical duties.

Facilities project planners handle requests regarding space planning, remodeling and system furniture purchases or maintenance for all downtown buildings.

Building Operations

Staff installs, maintains and repairs air conditioning, heating and ventilation systems for the downtown buildings. Integral to the campus is a centralized chilled water system, which delivers chilled water to seven downtown buildings. The system is centered around a 1.4 million gallon thermal storage tank which is charged at non-peak hours, making the system extremely energy efficient.

Security Services

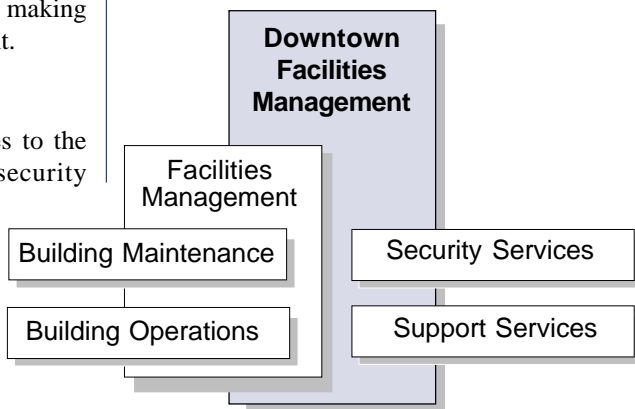
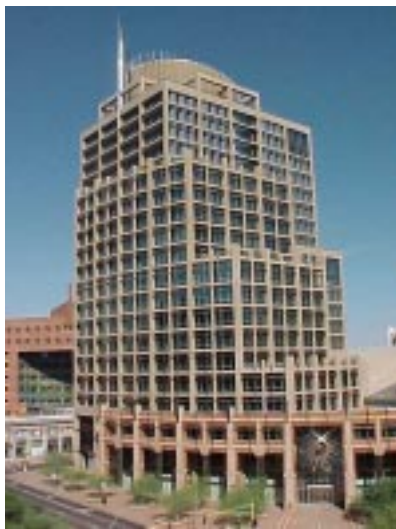
Staff provides security services to the downtown buildings. Municipal security guards monitor more than 340 city alarms 24-hours a day, seven days a week. Staff also maintains and administers the citywide security badge computer system and works closely

with the Police Department to coordinate downtown security. Security Guards provide escort services on a requested basis.

Alarm/audio technical staff provides installation and maintenance for all security alarm systems citywide, and maintenance and contract monitoring of fire alarm systems. Staff service and maintain public address systems in all city-owned properties.

Support Services

Contract monitors are responsible for all contracts for the downtown buildings including janitorial, pest control, waste removal, carpet and window cleaning. City parking staff oversees all parking areas for downtown city employees and monitors the contract parking services in the 305 Garage and the Adams Street Garage. Staff also coordinates the use of downtown buildings for a wide variety of meetings, exhibits and events.



Equipment Management

The **Equipment Management Division** is responsible for a citywide fleet of 6,284 units of rolling stock and support equipment. The division's administrative, maintenance, and support personnel acquire, manage, and maintain all city-owned vehicles and support equipment except Aviation and Transit fleets.

Maintenance

Staff provides preventive maintenance and repair service for the city-owned fleet. Maintenance facilities are located at the 22nd Avenue Maintenance Service Center, four remote service centers, police briefing stations, the 91st Avenue Wastewater Treatment Plant and the Skunk Creek Landfill. The 22nd Avenue Service Center South Shop operates 24 hours a day, 7 days a week. The other service centers operate 24 hours a day, 5 days a week. In addition, staff in radio-equipped mobile repair vehicles provide road service to police vehicles, fire equipment, solid waste collection vehicles, the landfills and other equipment users.

Auto Stores

Staff maintains a \$1.6 million standing inventory of auto parts with total annual expenditures of \$7 million. This section manages the division's battery shop where batteries are tested, charged, and recycled. Auto Stores also manages the hydraulic shop where hydraulic components are rebuilt. In addition, this section is responsible for managing the

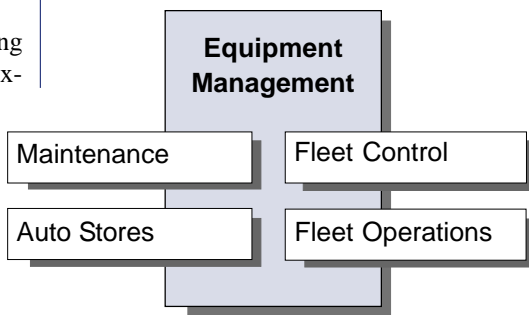
department's Protective Footware Program, and the division's uniform purchasing and cleaning.

Fleet Control

Staff is responsible for vehicle acquisition, replacement, make-ready, and surplusage. This includes preparing specifications, licensing and registration, make ready, updating the division's equipment data base, maintaining the accident repair program, and the warranty and recall programs.

Fleet Operations

This section includes the division's methods and standards, quality assurance, training and safety functions. Staff in this section is responsible for rates and billing, long-range planning, and special projects. This section is responsible for liquid and alternative fuels, underground storage tanks and shop equipment maintenance and construction.



Solid Waste Field Services

The Solid Waste Field Services Division collects more than a billion pounds of residential refuse, recyclables and bulk trash annually from more than 331,000 households. Refuse and bulk trash are delivered to a local landfill or a transfer station for disposal. Recyclables are delivered to either the city's materials recovery facility or the city's contracted materials recovery facility. The city is divided into three regions:

North: 112,000 Residential Units

West: 115,000 Residential Units

East: 104,000 Residential Units

The Solid Waste Field Services Division enforces the Solid Waste Ordinance [Chapter 27 of the Phoenix City Code]. This ordinance protects the health, safety and environment of the citizens of Phoenix by establishing minimum standards for the storage, collection, treatment, transportation, processing, and disposal of solid waste.

Contained Collection

Staff provides twice weekly residential collection services. Residents are provided two 90-gallon barrels for street pickup of garbage and recycling (or a 300-gallon barrel for alley pickup of garbage). The barrel contents are picked up by a side-loading, mechanized collection vehicle that can service 1,200-1,500 homes per day.

Staff stores, inventories, delivers, retrieves, and repairs thousands of solid waste containers every year. These include recycling containers as well as garbage containers.

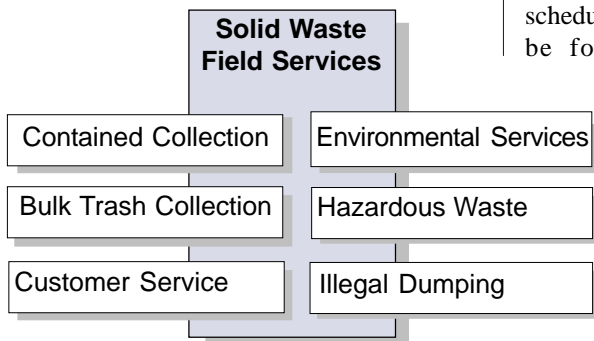
There are over 600,000 containers now in use, with a replacement value of more than \$35 million.

Bulk Trash Collection

Bulk trash collection service refers to collection of refuse such as tree and yard waste, discarded furniture and appliances, etc. It includes collection of waste from Fightback and Neighborhood Cleanup programs.



The bulk trash system uses a rear-loading refuse truck which is loaded by an articulated front-end loader tractor. Each region is divided into 13 collection areas, representing approximately one week's work. A map is published every Friday in *The Arizona Republic* to alert residents when their area is scheduled for service. Information can also be found on the city's Internet site, www.phoenix.gov, and the city services bill insert, *Notes*.



Solid Waste Field Services

Customer Service

The Customer Service Call Center receives and answers a high volume of questions and requests from citizens, referring those requiring further investigation to field personnel. Field customer service staff maintain complex files, logs, maps, and records; dispatch mobile units by radio; obtain information needed for city work from individuals, businesses, and other departments and governments; and order and dispense forms and supplies. Environmental specialists follow-up on requests and monitor for compliance.

Environmental Services

Solid Waste Environmental Specialists perform on-site investigations of possible ordinance violations acting primarily on requests from citizens and city, county and state referrals. In addition, staff conducts extensive, on-going public education on all solid waste issues, with particular emphasis on individual responsibilities under the Solid Waste Ordinance; conducts vector control checks; and assists in quality control checks at the city's and the contracted recycling sorting facilities.

The state requires the city to conduct vector control inspections to ensure that vector problems, primarily fly breeding, do not develop as a result of the once-a-week collection of solid waste. Staff works with community, state, and county representatives on issues pertaining to vector control.

Household Hazardous Waste

The Household Hazardous Waste Program emphasizes source reduction by educating the public on wise use ("Buy only what you need, when you need it, and use sparingly") and promoting the use of alternative, non-toxic materials when available. Monthly neighborhood collection events, called BOPA's (**B**attery, **O**il, **P**aint and **A**ntifreeze), are staged to provide residents with a means of properly disposing of their material. Most of the collected material is reusable (latex paint) or recyclable (motor oil,



antifreeze, auto batteries) with very little requiring actual disposal.

Illegal Dumping

The Illegal Dumping Prevention and Cleanup Program is an aggressive, multifaceted attack on illegal dumping in the remote, open areas of northern and southern Phoenix. Specially trained staff works to first prevent illegal dumping by establishing a high-profile presence in an area. Warning signs are posted, and landowners are encouraged to adopt protective measures. Where dumping has already occurred, staff utilizes special rough terrain equipment to clean up the material and discourage further dumping.

Other Projects

Staff provides roll-off service for city council neighborhood cleanups, coordinates neighborhood cleanup programs, and provides assistance with refuse collection for city sponsored events.

Solid Waste Disposal Management

The Solid Waste Disposal Management Division is responsible for the operation of the Skunk Creek Landfill and the 27th Avenue Solid Waste Management Facility. Staff monitors and maintains environmental systems at open and closed landfills; operates waste stream minimization programs; and plans, designs and monitors environmental remediation. Staff is responsible for planning, siting, designing and constructing solid waste disposal facilities and related solid waste projects. The division's long-range goals are designed to meet growing solid waste disposal requirements and to address concerns about the effects of solid waste disposal on the environment.



Engineering

Staff provides direct engineering and technical assistance in the day-to-day disposal operations at the active city landfill and the 27th Avenue Solid Waste Management Facility; provides for ground water monitoring at all Public Works landfills, plans and coordinates solid waste disposal bond funded projects in conjunction with the Engineering and Architectural Services Department; and provides technical oversight to closed landfill sites (Del Rio, Deer Valley, Beardsley, 27th Avenue, 19th Avenue) to assure they are in compliance with state and federal regulations.

27th Ave. SW Management Facility

The 27th Avenue Solid Waste Management Facility accepts approximately 1,300 tons per day of solid waste. It serves as a transfer station for the southern half of the city for the movement of solid waste from residential collection vehicles to large tractor trailer units that haul refuse to the Skunk Creek Landfill. The facility provides for a self-haul drop-off area, mulching of vegetation, a materials recovery facility for processing residential recyclables, and public education programs.

Skunk Creek Landfill

The Skunk Creek Landfill, located just west of Interstate 17 on Happy Valley Road, serves all of Phoenix. This landfill accepts approximately 2,600 tons per day, seven days per week, and is expected to reach capacity in early 2006 or sooner. A recyclable materials drop-off center opened at the Skunk Creek Landfill in 1991. The recycling transfer station at the Skunk Creek Landfill accepts residential recyclables collected from the northern half of the city. The transfer trailers bringing waste from the 27th Avenue Solid Waste Management Facility to Skunk Creek Landfill are then loaded with these recyclables for delivery back to the 27th Avenue Solid Waste Management Facility for processing.

Landfill Inspections

Site inspections of open and closed landfills are conducted routinely by landfill inspectors. The inspectors monitor and record methane levels, check the landfill cover for integrity and proper drainage, and monitor incoming loads for illegal and hazardous waste.

Solid Waste Disposal Management

Engineering

27th Ave. Solid Waste Management Facility

Skunk Creek Landfill

Landfill Inspections

Solid Waste Contracts and Education

The Solid Waste Contracts and Education function is responsible for the development and administration of recycling facility contracts as well as contracts for solid waste and recyclable material collection services. Staff works in close coordination with the Material Recovery Facility (MRF) operators to ensure the success of the recycling program.

Recycling Program Administration

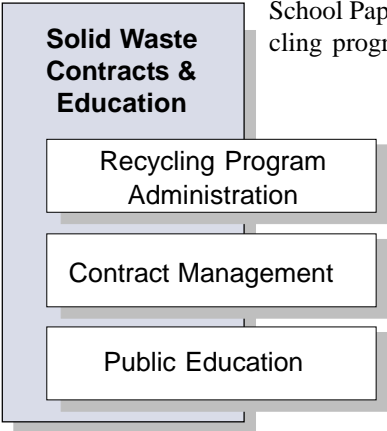
Implementation of the Phoenix Recycles Program began in June 1992 and was completed in February 2000. Most residents have the opportunity to participate in the city's residential recycling program. Over 110,000 tons a year of recyclables are collected and taken either to the contracted sorting facility or the 27th Avenue Solid Waste Management Facility for processing. Solid Waste Contracts and Education also operates the Office Paper Recycling and School Paper Recycling programs.

Contract Management

In conjunction with the MRF operators, city staff conducts periodic audits of the quality of the recycling materials being collected. Collection contracts require the city to assess monetary penalties when contractors fail to meet expected levels of service.

Public Education

The Solid Waste Education Office is a multi-divisional program designed to coordinate re-education efforts, provide tours of city disposal and recycling facilities, conduct school presentations, and participate in special events to raise public awareness about solid waste issues. The Education Program has established a web site which can be ac-



cessed by the public to obtain current information concerning solid waste services such as collection schedules, recycling procedures, and household hazardous waste collection events. Staff also participate in the recycling awareness multi-city Valleywide Recycling Partnership.

